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# STATEMENT OF STRATEGY

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2010-2011



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## OUR VISION

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Greater use  
of sustainable  
modes of transport  
across the country

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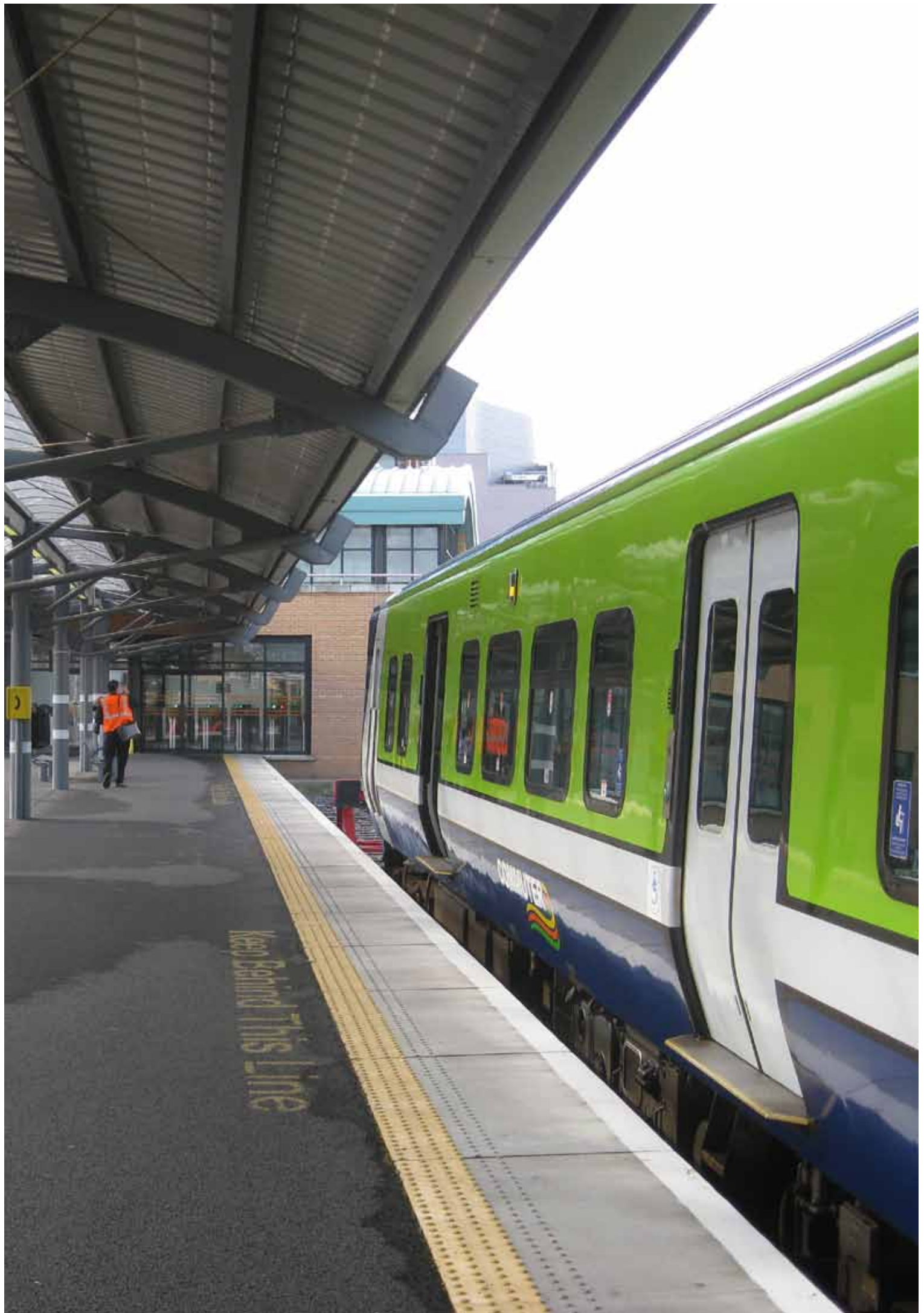
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# Chairperson's Statement

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I am pleased to introduce the first Statement of Strategy of the National Transport Authority, which came into existence on 1 December 2009.

While the timing of the National Transport Authority's establishment in the middle of the economic crisis has been unfortunate it does not alter the rationale for its establishment. The development of an integrated transport system is just as valid and important as it ever was and its achievement will have an important part to play in our national economic recovery. The challenge facing the Authority is to achieve on its statutory remit despite the inevitable resource constraints. The Authority is both determined and eager to get on with the job.

The Government has earmarked substantial Exchequer funding for the development of public transport infrastructure in the Greater Dublin Area and continues to provide significant funding towards the subvention of bus and rail services which are socially necessary.

The National Transport Authority is fully focussed on ensuring that the available funding will be well spent and that the travelling public will benefit from an improved public transport system.

*John Fitzgerald*  
*Chairperson*  
*October 2010*

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# Chief Executive's Statement

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In very broad terms the National Transport Authority has a strategic remit to provide, through other statutory agencies, better and more sustainable ways for people to travel.

A key aspect of this remit is the provision of public bus and rail services at a national level. Initially this is being done by contracts awarded to Dublin Bus, Irish Rail and Bus Éireann in respect of their existing networks. However, future expansion beyond those networks will involve competitive tendering, which is already how light rail services are procured. On 30 September the Authority was given responsibility for the development of the integrated ticketing project, which is being rolled out in the Greater Dublin Area initially. Later in 2010 the National Transport Authority will also assume the function of regulating competition in the provision of commercial bus passenger services across the country as well as absorbing the functions and staff of the Commission for Taxi Regulation, which has a national remit.

In addition to its important national functions the National Transport Authority has significant additional responsibilities in respect of the Greater Dublin Area. Specifically the Authority is tasked with developing an integrated and accessible transport system that contributes to environmental sustainability, social cohesion and economic progress. The immediate task in that regard is effective oversight and funding of the existing *Transport 21* capital investment programme for the Greater Dublin Area. That includes the construction of Metro North and the DART Underground as well as expansion of the light rail system among other projects. Beyond that the Authority is also charged with strategic transport planning and strategic traffic management planning across the Greater Dublin Area.

In order to ensure the effective integration of transport and land use planning all regional authorities are obliged to consult with the National Transport Authority when they are preparing regional planning guidelines for their areas. In the case of the Greater Dublin Area the Authority has a significant role in the formulation of county and local planning processes as well.

It is clear therefore that the National Transport Authority has an extensive range of important functions, which are directly relevant to the lives of every citizen.

The overriding priority at this early point is to quickly develop an effective organisational structure and to ensure that it is adequately resourced. A great deal of work has already gone into the process of identifying the National Transport Authority's resource needs taking into account the major additional functions and extra staff that are due to be transferred to the Authority during 2010. We are now in the process of preparing and implementing the necessary actions. Ensuring a successful outcome in this regard will provide a firm foundation on which the Authority can build. I would like to acknowledge the support and commitment of staff who are getting on with the work of the Authority notwithstanding the significant change that is taking place.

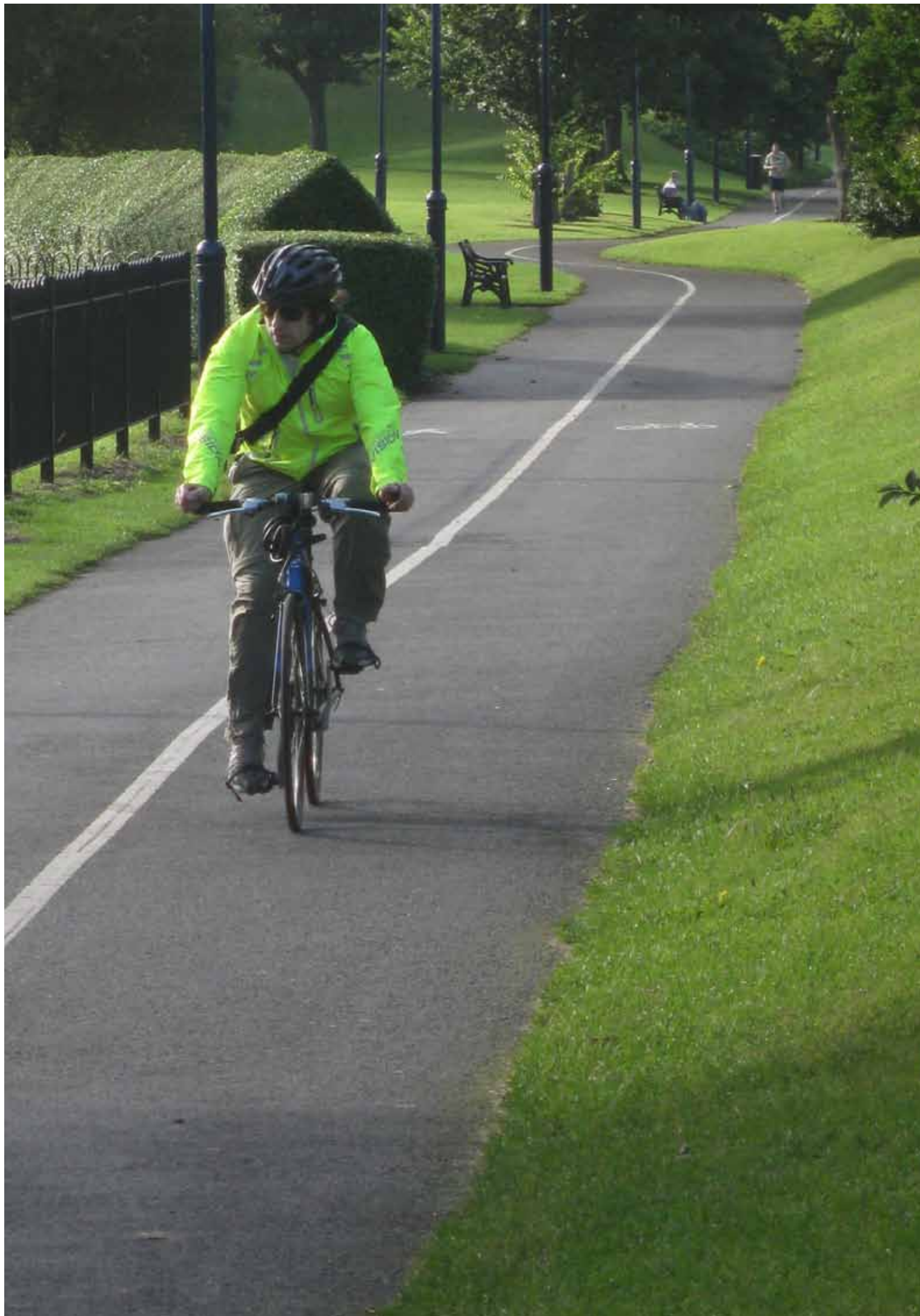
Another important part of this initial phase is the development of appropriate and effective working relationships with other relevant organisations and interested parties. Already the National Transport Authority has engaged in public consultations relating to the proposed long-term transport strategy for the Greater Dublin Area and draft Guidelines for the Licensing of Public Bus Passenger Services.

I am pleased to report that the Statement of Strategy has been fully endorsed by the Board of the National Transport Authority. However, in doing so the Board members recognised that the role of the Authority is still evolving and that, in the circumstances, this first Statement provides a preliminary outline of strategic priorities which the Authority will need to revisit in the near future.

Accordingly it is my intention that the National Transport Authority will report on progress against the actions outlined in this Statement of Strategy in its Annual Report early in 2011 and 2012. I anticipate that the Authority will conduct a review of the Statement at that point in the light of the experience gained in the first full year of its existence. It will also be possible at that point to incorporate into the Statement of Strategy the additional functions that the Authority is due to acquire by the end of 2010.

*Gerry Murphy*  
*Chief Executive*  
*October 2010*





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# About the National Transport Authority

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## Our Vision

*"Greater use of sustainable modes of transport across the country"*

## Our Mission

Our Mission is to develop greater use of sustainable modes of transport across the country in support of Government policies and priorities. It has three separate but interlinked parts.

They are

1. to regulate the provision of integrated public transport services by public and private operators in the State,
2. within the Greater Dublin Area to secure the development and implementation of an integrated transport system, and
3. to contribute to land use planning at regional and local authority level to ensure the effective integration of transport and land use planning

in a manner that contributes to environmental sustainability and social cohesion and promotes economic progress.

## Our Remit

The remit of the National Transport Authority is to regulate public passenger transport services across Ireland and, specifically in the Greater Dublin Area, to direct and integrate the delivery of public transport projects and services.

At a national level, the Authority is responsible for -

- licensing bus routes and regulating small public vehicles and their drivers (responsibility to be transferred late 2010),
- entering into contracts for the provision of public transport services,
- providing funding for specified bus and rail travel services that are considered necessary for economic or social reasons, and
- ensuring integration of land use and transport planning in regional development plans.

Within the Greater Dublin Area, the Authority's responsibilities include

- preparation and regular review of a transport strategy,
- adoption of an integrated implementation plan and a strategic traffic management plan,

- financing the construction of public transport infrastructure,
- promoting an integrated public transport network,
- implementing integrated ticketing, fares and information schemes,
- regulating fares and encouraging increased public transport use,
- promoting cycling and walking,
- implementing demand management measures (excluding road pricing), and
- ensuring integration of land use and transport planning in development plans.

The Greater Dublin Area covers seven local authority areas comprising Dublin City Council and Fingal, Dún Laoghaire-Rathdown, South Dublin, Kildare, Meath and Wicklow County Councils. The Area is aligned with that of the Dublin Regional Authority and the Mid-East Regional Authority, which provides a sound basis for effective integration and cooperation on transport and land use planning.

## Our Customers

The needs of the public transport customer, cyclists and walkers underpin all the work of the Authority. Our primary focus is the improvement of public transport passenger services for the existing customer and to attract new customers.

The Authority's customers also include our stakeholders and the operators that work with us to achieve our mission.

The Authority has to establish the appropriate means of communicating with its customers and the methods to be used. Our first action will be to develop a Customer Action Plan and Customer Charter to meet our customers needs.

## Our Legislation

The statutory basis for the National Transport Authority comprises two Acts of the Oireachtas.

The *Dublin Transport Authority Act 2008* mainly deals with corporate governance arrangements and functions and associated powers with respect to the development of an integrated transport system in the Greater Dublin Area. It also provides for the dissolution of the Dublin Transportation Office and transfer to the new Authority of the integrated ticketing project from the Railway Procurement Agency. Most of the provisions of the 2008 Act have been commenced at this stage.



The *Public Transport Regulation Act 2009* provides for the renaming of the Dublin Transport Authority as the National Transport Authority and gives it additional functions at a national level relating to the procurement of public transport services, the licensing of commercial bus services as well as providing for the transfer to the Authority of the staff and responsibilities of the Commission for Taxi Regulation. Only part of the substantive provisions of the 2009 Act have been commenced however it is expected that the Act will be fully commenced by the end of 2010 at which point the National Transport Authority will be fully established.

In March 2010 the Minister for Transport extended the National Transport Authority's functions with regard to the development and implementation of an integrated public transport information scheme to Cork, Galway, Limerick and Waterford and their contiguous counties. In September 2010 the Minister also extended the Authority's responsibility for Integrated Ticketing nationally.

## Our Environment

The National Transport Authority has

- a *national* remit to secure the provision of public bus and rail services, and
- a *regional* remit to develop an integrated transport system for the *Greater Dublin Area*.

The purpose of the following information is to show the main transport statistics with respect to both of these areas. The statistical data has been extracted from the Transport Omnibus 2008 published by the Central Statistics Office.

### National (2008 figures)

- 192 million passenger journeys were made on scheduled bus passenger services (excluding school transport services) operated by Dublin Bus and Bus Éireann;
- Bus Éireann carried 19 million passengers in the principal regional cities of Cork, Galway, Limerick and Waterford;
- There were 1,905 licensed bus operators. However, no reliable statistics are available for the number of passengers carried by such operators;
- 45 million passenger journeys (excluding international journeys) were made on Irish Rail services;
- 0.72 million tonnes of freight was transported by rail.

### Greater Dublin Area (GDA)

- Although the GDA comprises just 10% of the land area of the State it contains almost 40% of the State's total population.
- The population of the GDA in 2006 was 1.66 million persons.

- In 2008, the number of licensed vehicles in the GDA exceeded 910,000 vehicles or 36.5% of the total for the State.
- In 2008 the GDA accounted for 38% of all private cars and 30% of all goods vehicles licensed in the State.
- In 2008 the GDA accounted for just 11% of the national road network (as measured by length). However, it accounted for 41% of the national network of motorways and dual carriageways (as measured by length).
- In 2008 more than 204 million passenger journeys were made on Dublin Bus, DART, suburban rail<sup>1</sup> and Luas services.
- The GDA, through Dublin Airport, Dublin Port and Dun Laoghaire Harbour, is the State's major gateway for imports and exports as well as inward and outward tourism.

## Economic Environment

The high growth rates in the national economy experienced in the period from the early 1990s to 2007 generated high annual increases in employment, housing, car ownership, public transport use, emissions and many other economic indicators.

However, since 2008 there has been a significant decline in economic growth, which in many cases has reversed the trends of the previous 15 years. This has been particularly evident in the transport sector.

As a result the challenges imposed by a burgeoning economy have been replaced by the challenges of managing an economy in recession. While this change in the nation's economic fortunes occurred over a very short space of time it is clear that it will take some time for the economy to return to full health. However, even though transport demand is in decline at present, the Authority must plan for an integrated transport system to support the recovering national economy.

The current state of the public finances means that public investment in transport measures and infrastructure may be constrained. Achieving value for money will be more important than ever.

## Economic Regulation

The government is committed to improving the quality of economic regulation within the state. The National Transport Authority will actively participate in all the initiatives derived from the Government Statement on Economic Regulation and work to improve its regulatory function.

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<sup>1</sup> Some suburban rail services extend beyond the GDA

## Our Organisation

### Governance

The National Transport Authority is a non-commercial State body established on 1 December 2009. The Authority's organisational structure is shown in Appendix 1.

The Board of the Authority comprises 12 members appointed by the Minister for Transport. The current membership of the Board is shown in Appendix 2.

The Board generally meets on a monthly basis. Minutes of Board meetings are published on the National Transport Authority website [www.nationaltransport.ie](http://www.nationaltransport.ie)

An Audit Committee has been established by the Board.

### Funding

In common with other non-commercial State agencies the administration costs of the National Transport Authority are currently funded by way of State grants paid to the Authority by the Department of Transport.

In addition the Authority receives substantial State grants (capital and current) from the Department of Transport for the provision of transport services and infrastructure.

## Government Policies

The National Transport Authority has a key role to play in the implementation of Government policies. In this regard there are a number of key Government policy documents to which the Authority has regard in the execution of its functions and responsibilities.

The principal policy documents include -

- National Spatial Strategy 2002-2020;
- National Development Plan 2007-2013;
- Building Ireland's Smart Economy – A Framework for Sustainable Economic Renewal;
- Smarter Travel – A Sustainable Transport Future;
- Infrastructure Investment Priorities 2010-2016;
- Transforming Public Services Programme;
- Public Service Agreement 2010-2014;
- Government Statement on Economic Regulation;
- National Action Plan for Social Inclusion 2007-2016;
- National Statistics Board's Strategy for Statistics 2009-2014;
- National Climate Change Strategy 2007-2012;
- National Energy Efficiency Action Plan;
- National Action Plan on Green Public Procurement;
- National Sustainable Development Strategy;
- National Cycling Policy Framework.



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# Strategic Priorities 2010-2011

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## Priority 1

Develop an integrated transport system in the Greater Dublin Area

### Key Objectives

- Progress the development of an integrated public transport system in which all services (Luas, metro, bus and suburban rail) are connected through high-quality interchange facilities, integrated ticketing, fares and customer information to create a cohesive network operating under a distinctive common brand;
- Develop an accessible public transport system, which ensures that most people are within easy reach of a reliable public transport service and which enables people with a disability or mobility impairment to access those services.

### Milestones to Delivery

- Submit a draft transport strategy for the Greater Dublin Area to the Minister for Transport for approval in 2010;
- Submit a draft integrated implementation plan for the Greater Dublin Area to the Minister for Transport for approval in accordance with statutory timeframe;
- Commence preparation of a strategic traffic management plan for the Greater Dublin Area on completion of integrated implementation plan.

## Priority 2

Oversee capital investment programme in the Greater Dublin Area

### Key Objectives

- Manage the delivery of the major capital investment programme in the Greater Dublin Area in accordance with Government and National Transport Authority policies;
- Devise priorities based on the funding available and the needs of the Greater Dublin Area;
- Deliver value for money.

### Milestones to Delivery

- Develop and maintain a suite of high-level project management guidelines to set out detailed reporting and gateway processes for delivery agencies;
- Ensure progress on Key Objectives is monitored on a regular basis.

## Priority 3

Secure and support the provision of integrated public transport services throughout the State

### Key Objectives

- Establish a fair and efficient system for the licensing of commercial bus routes nationally;
- Secure the provision of public passenger transport services;
- Make it easier and more convenient for people to access and use public transport services.

### Milestones to Delivery

- Finalise bus licensing guidelines by October 2010;
- Continuously monitor all public service contracts for the provision of public passenger transport services including those provided by Dublin Bus, Bus Éireann and Irish Rail;
- Support the roll-out of real-time passenger information in Dublin, Cork, Galway, Limerick and Waterford commencing in 2011;
- Develop and implement a national intermodal interactive journey planning service;
- Successful roll-out of the integrated ticketing project in the Greater Dublin Area during 2011.

## Priority 4

Ensure that transport considerations are fully addressed as part of land use planning

### Key Objectives

- Promote effective integration of transport and land use planning.

### Milestones to Delivery

- Fully participate in the regional and local planning processes where appropriate within the Greater Dublin Area in order to ensure the successful integration of transport and land use strategies;
- Participate in the regional planning processes outside the Greater Dublin Area.

## Priority 5

Encourage the use of more sustainable modes of transport

### Key Objectives

- Promote a shift from the car to more sustainable modes of transport (public transport, cycling and walking).

### Milestones to Delivery

- Develop a National Cycle Design Manual;
- Manage the Smarter Travel Workplaces programme;
- Support the Green School's initiatives;
- Develop a carsharing website.

## Priority 6

To ensure the successful establishment of the National Transport Authority

### Key Objectives

- Complete the National Transport Authority establishment process;
- Identify the National Transport Authority's resourcing needs.

### Milestones to Delivery

- Assimilate the Commission for Taxi Regulation and Department of Transport bus licensing functions into the National Transport Authority during 2010;
- Rationalise office accommodation arrangements by end 2010;
- Identify and exploit administrative efficiencies and improvements where possible.

## Priority 7

Develop a professional organisation that is equipped to meet current and future challenges

### Key Objectives

- Undertake our functions to the highest standards of public service and with a view to ensuring value for money;
- Commit to quality in the conduct of our work and our internal capacity and expertise.

### Milestones to Delivery

- Put appropriate systems in place to ensure that projects are well managed and decisions on funding are soundly based;
- Develop a human resources strategy for the organisation;
- Promote staff training and development.

## Priority 8

External relations

### Key Objectives

- Develop constructive relationships with stakeholders including local and regional authorities, transport agencies, bus operators, public representatives, representative groups, transport users, etc.

### Milestones to Delivery

- Establish database of stakeholders;
- Develop communications strategy;
- Engage in public consultation during the preparation of major policies;
- Use the website to disseminate reports, Board minutes and other documents in order to inform the public.



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## Constraints

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### **Economic situation**

The economic downturn has had a negative impact on the availability of resources throughout the public sector. However, as the National Transport Authority has only recently come into existence and is still in the process of acquiring its full range of functions it is consequently at a greater disadvantage than most public sector organisations.

The Authority will have to manage with less personnel and funding than was originally envisaged due to current constraints on public sector recruitment and Exchequer funding. This will impinge on the capacity of the Authority to fully deliver on its wide-ranging mandate in the short to medium term. As a result it is likely that the Authority will have to concentrate its resources on the implementation of its principal functions and those areas of other work where the Authority believes it can achieve most public value.

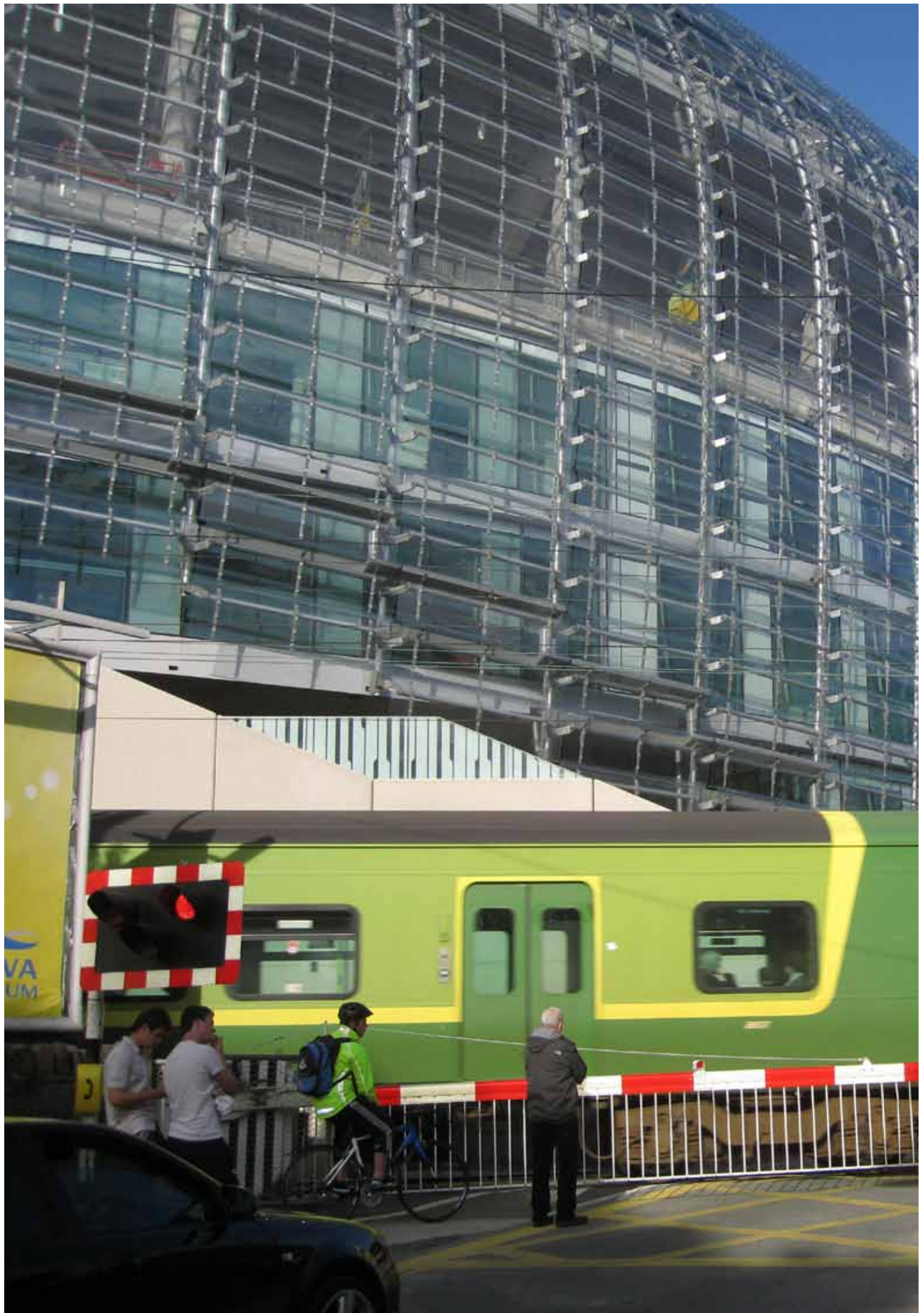
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## Reporting on Progress

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The Authority will submit, in its Annual Report to the Minister for Transport, the details of the progress achieved under the strategic objectives.

This strategy will form the basis of business plans for each division within the Authority and for each staff member's role profile. Progress in the delivery of the divisional and personal plans will be measured at the end of each year.

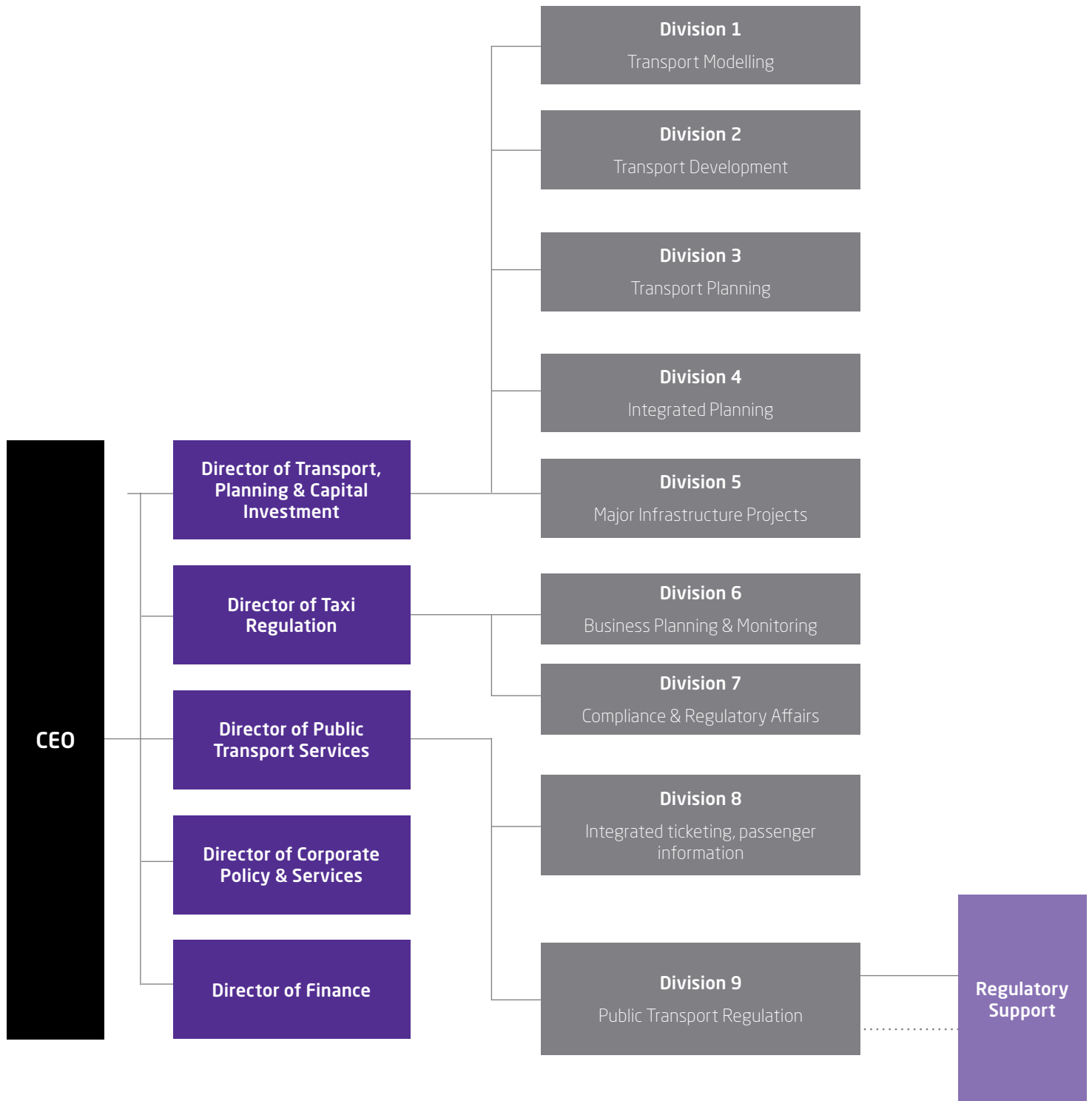


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## APPENDICES

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# Appendix 1: Organisational Structure<sup>2</sup>



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## Appendix 2: Board Members

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The Board of the National Transport Authority is composed of 12 members comprising a chairperson, 8 ordinary members and 3 *ex officio* members, all of who are appointed by the Minister for Transport. The members of the Board are as follows (italics are used to highlight *ex officio* members):

1. Mr. John Fitzgerald (Chairperson), appointed December 2009;
2. *Mr. Gerry Murphy (Chief Executive), appointed December 2009;*
3. Ms. Linda Saunders, appointed December 2009;
4. Dr. Berna Grist, appointed December 2009;
5. Mr. Frank King, appointed December 2009;
6. *Mr. John Tierney (Dublin City Manager), appointed December 2009;*
7. Mr. Damian Usher, appointed December 2009;
8. Ms. Valerie O'Reilly, appointed March 2010;
9. Mrs. Margaret O'Shaughnessy, appointed March 2010;
10. Mr. Jim Deegan, appointed June 2010;
11. Vacancy for ordinary member;
12. *Hugh Creegan is the newest Board Member, approved December 2010*

### Audit Committee

The Board's Audit Committee comprises:

Mr. John Tierney (Chairperson)

Ms. Linda Saunders

Mr. Damian Usher





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